

PLAN YOUR NEW LEADERSHIP ROLE TRANSITION

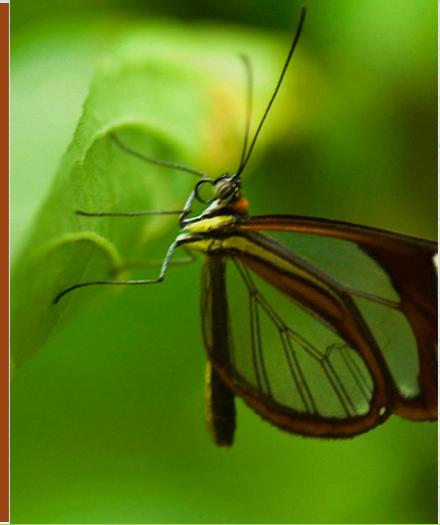


WHY DO YOU NEED PLAN YOUR TRANSITION



- * Your actions during the first few months in your new job will have a disproportionate impact on your ultimate success or failure**
- * Transitions are pivotal, in part because everyone in your new organization is expecting change to occur. But because you don't know the organization and haven't developed solid working relationships or personal support systems, they are also periods of great vulnerability.**
- * Your new boss, your subordinates, other employees, and key external stakeholders are all forming early impressions that will powerfully shape their expectations and actions, either enlarging or restricting your scope for action.**
- * If you build momentum during the transition, it will continue to propel you throughout your tenure in your new job.**
- * If you get caught in vicious cycles, it will be hard to claw your way back**

IMPERATIVES OF A SUCCESSFUL TRANSITION



Transitioning into a new job poses demanding set of imperatives for the new leader.

- * ACQUIRING KNOWLEDGE QUICKLY.
- * ESTABLISHING NEW WORKING RELATIONSHIPS
- * JUGGLING ORGANIZATIONAL & PERSONAL TRANSITIONS
- * MANAGING EXPECTATIONS
- * MAINTAINING PERSONAL EQUILIBRIUM

To meet these challenges, it helps to have a framework for planning and prioritizing your actions . This seminar provides it. It will help you identify potential pitfalls and diagnose the unique challenges of your new situation. Then it will provide a proven model for planning your time, both before entry and during your first few months in your new job

MEETING THE CHALLENGE: SEVEN RULES



- * Leverage the time before entry
- * Organize to learn
- * Secure early wins
- * Lay a foundation for major Improvements
- * Build winning coalitions
- * Create a personal vision for the organization's future
- * Manage yourself

HOW TO USE THIS SEMINAR



This seminar offers step by step guidance for taking charge in a new leadership role.

- ✿ PART ONE focuses on fundamentals: common traps into which unwary new leaders fall, types of transitional situations, and a model for planning to take charge
- ✿ PART TWO digs into four key transition leadership challenges, providing guidance on how to accelerate your learning influence key people, align your organization, and manage yourself in a stressful situation
- ✿ PART THREE outlines a step by step planning process, in the course of which you will identify long term goals, develop a personal vision, figure out where and how to achieve some crucially important early wins, and lay the foundation for longer term success.
- ✿ PART FOUR contains assessment instruments that you can use to evaluate your style and resources

UNANSWERED QUESTIONS



- As you proceed through the seminar, you will be asked to answer questions for which you will not have definite answers. Answer them as best as you can, recognizing that your knowledge and understanding will inevitably be partial during your first few months in a new position
- This seminar also calls for some hardheaded self scrutiny-not psycho-analyzing, but recognizing your own patterns and preferences, strengths and shortcomings.
- Set aside roughly an hour to fill out the Personal Assessment Inventories. The seminar will draw on these self-assessments repeatedly, so its essential to fill them out now. Resist the urge to complete the assessment hastily or on autopilot. Thorough responses will pay off in better planning

FUNDAMENTALS OF EFFECTIVE TRANSITION MANAGEMENT



- * Leaders who fail to make successful transitions tend to stumble into classic traps and get derailed in predictable ways. All transitions are not created equal, so it's essential to understand the particular challenges posed by startups, turnarounds, and realignments, and your own strengths and weaknesses in each of these situations. You also need to understand how your transition fits within the longer-term era of change that you undertake in your new organization. Your transition should both help you build momentum and lay the foundation for longer-term success.
- * Once you understand your situation fully, you will be ready to plan to take charge, which involves defining your goals and organizing to learn, to influence, and to redesign the organization. At an even more fundamental level, you have to manage yourself during the first few complicated, ambiguous, and exhausting months on the job.

AVOIDING COMMON TRAPS



- * FALLING BEHIND THE LEARNING CURVE
- * BECOMING ISOLATED
- * COMING IN WITH THE ANSWER
- * STICKING WITH THE EXISTING TEAM TOO LONG
- * ATTEMPTING TO DO TOO MUCH
- * ALLOWING YOURSELF TO BE CAPTURED BY THE WRONG PEOPLE
- * SETTING UNREALISTIC EXPECTATIONS

BUILD MOMENTUM



- * By failing to learn enough at the outset, for example, you can make bad initial decisions that damage your credibility
- * Your overarching goal during the transition is not just to avoid vicious cycles; you need to create virtuous cycles that help you to build momentum.
- * As people come to trust your judgment, your ability to learn accelerates and you equip yourself to make sound calls on tougher issues

DIAGNOSING YOUR SITUATION



CHALLENGES

- * **STARTUP.** Building structures and systems from scratch without a clear framework or boundaries. Welding together a cohesive high performing team. Making do with limited resources
- * **TURNAROUND.** Re-energizing demoralized employees and other stakeholders. Handling time pressure and having a quick and decisive impact. Going deep enough with painful cuts and difficult personnel choices
- * **REALIGNMENT.** Convincing employees that change is necessary. Restructuring the top team and refocusing the organization
- * **SUSTAINING SUCCESS.** Living in the shadow of a revered leader and dealing with the team he or she created. Playing good defense by avoiding decisions that cause problems. Finding ways to take the business to the next level

PLANNING FOR A NEW ERA



This transition is undoubtedly one of professional challenges you have undertaken over the course of your career. If you are like most managers, you have spent two to four years in each of your previous positions. Unless you are at the very top of an organization—the average CEO has a tenure of seven years—you will probably spend the same amount of time in your new position. You can think of this two- to three years period as your brain the organization. If all goes well, you will make your transition, progressively gain mastery, accomplish your goals, and eventually leave to begin a new era in a new organization.

TWO OR THREE YEARS



- * Clearly, you should plan your transition in light of what you intend to accomplish by the end of your two to three years era. What are your era goals and what are the implications for what you need to do during your transition.
- * So as you undertake your transition, you should begin to spell out your long term A-item priorities for the business-and for your personal development-early on. In some cases your priorities will be evident (perhaps because they are clearly specified by your boss); in other situations it may take a while for you to gain the necessary insight. It's a mistake to impose a rigid deadline on yourself for committing to A-item priorities. But if you let it slide too long, your efforts are likely to remain
- * Establishing A-item priorities is about figuring out where you want to end up and then managing with those ends in mind. If you do a good job of defining your long term priorities, you will be equipped to continually assess the effectiveness of what you are doing in the short term

WAVES OF CHANGE



The pacing of the changes you implement will not be steady. Effective new leaders introduce change in waves, not at an even pace.

- **Stage 1. Entry:** lasts up to six months, beginning when you enter the job and ending when you initiate the first major waves of change

- **Stage 2. Immersion:** lasts five to eleven months, during which you continue to implement the first wave of changes, observe their impact, learn more deeply, and plan the next wave (usually more drastic changes)

- **Stage 3. Reshaping:** lasts three to six months, devoted to the second major wave of change.

- **Stage 4. Consolidation:** lasts six or more months, during which you observe the outcome of the second wave and make the necessary adjustments in a third, less extreme wave of change

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